

**GOVERNOR'S OFFICE OF EMERGENCY SERVICES
Law Enforcement and Victim Services Division**

**CALIFORNIA GANG REDUCTION, INTERVENTION AND PREVENTION (CalGRIP)
Request for Proposals (RFP) for Cities**

**Bidder's Telephone Conference Call
Monday, October 27, 2008
10:00-11:00 a.m.**

SUMMARY

On October 27, 2008, the Governor's Office of Emergency Services (OES) hosted a conference call for cities interested in learning more about the technical assistance that three private funders have agreed to fund for up to three cities that applied for and obtained a CalGRIP grant to implement the strategy set forth on pages 3-6 of the RFP ("Reducing Gang and Youth Gun Violence Through Focused Deterrence and Employment"). After introductory comments by Paul Seave, Director of the Governor's Office of Gang and Youth Violence Policy, Stewart Wakeling, an expert on the strategy and the director of the technical assistance component of the initiative, discussed the strategy and the technical assistance that would be provided. Following his presentation, Stewart Wakeling answered questions together with Anthony Braga, chief policy advisor at the Boston Police Department, a Senior Research Fellow at the Berkeley Center for Criminal Justice, and a lecturer at Harvard University; Kirby Everhart, Branch Chief for the Crime and Gangs Branch at OES; and Paul Seave. Set forth below are Stewart Wakeling's talking points, followed by a summary of the questions and answers.

STEWART WAKELING'S TALKING POINTS

1. Introduction

- a.** In this strategy, a diverse local partnership employs a data-driven, evidenced-based approach that focuses the efforts of law enforcement agencies, service providers (especially street outreach and employment providers), and community leadership on gang members and young people at highest risk of committing gun-related street violence.
- b.** The goals of the initiative are to reduce gun-related street violence, strengthen the employment prospects of these gang members and young people, and help them to avoid further involvement in the criminal justice system. In other words, it's important

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not only that communities are safer but that gang members and young people at highest risk of violence are provided with a real opportunity to turn their lives around.

2. **Building blocks of the strategy:** Though the strategy will look different from city to city, there are 6 or 7 features that will apply to each city's implementation. In addition, the sequencing of these components varies according to local circumstances :
- a. First, each city will collect and analyze basic data on gun violence: sometimes this is called the “who, what, when and where” of local gun-related street violence. It includes the geographic location of violent incidents, demographic and criminal history information on individuals involved in gun violence, and any relevant patterns of gang or street violence.
 - b. The purpose of this is to provide cities with information they need to manage what often appears to be a very complicated and big problem. This can help cities with any number of things: where to concentrate their efforts (e.g., identifying hot spots), figuring out who needs to be “at the table” (e.g., employment providers, probation), and understanding the characteristics of the population that the city might try to serve (e.g., are they employed, do they have criminal backgrounds that make it hard for them to get jobs, are they involved in gangs).
 - i. One of the most important benefits the problem analysis can provide to a city – given the economic downturn – is where and how the city can best invest limited resources to address street violence.
 - c. This is a key piece of the technical assistance that the private funders are providing. One of the first pieces of work that the technical assistance team will take-on with each city is this “problem analysis.” During later phases of the initiative, the team will also work with the cities to help build their capacity to do this on their own.
 - d. Second, each city will organize a working group that includes public and private employment training and placement providers, criminal justice agencies, community leaders, gang outreach workers, and public and private social service agencies that serve youth at risk of committing violence and gang members. I'll add that – given the nature of the strategy – two groups are particularly important: workforce agencies and law enforcement. Many cities have found that an executive level “steering” committee is necessary to support and oversee the efforts of the working group.

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- e. Here's what this working group actually does: drawing on the "problem analysis" I just described, each group will design and implement a local strategy that includes:
 - a) directly communicating a violence prevention message to gang members and youth most likely to be involved in gun violence, b) linking these young people to training and employment opportunities, and c) coordinating law enforcement efforts.
- f. What the technical assistance team does here is provide the cities with a clear roadmap for implementation, using a wide variety of tools that have been tested and refined in work with other cities. These tools can include user-friendly checklists, guidelines, and hands-on assistance from practitioners who have done this in other cities.
- g. Third, as I just mentioned, one of the core activities the working group takes-on is to communicate directly with the gang members and youth most likely to commit gun violence. Here is how this usually works:
 - i. Invite gang members and young men at high risk of committing gun violence to short meetings – usually called forums or call-ins – hosted by a range of partners that might include community members, young people formerly involved in violence, service organizations, criminal justice agencies, family members, and faith leaders.
 - ii. The meetings are held in a variety of settings, including community centers, courtrooms, or city halls; no one is preached-at. The violence prevention message to these young men unfolds in the following way.
 - iii. First, members of the group assure the young men that the community wants them to succeed but emphasizes that street violence is destructive to community life and must stop.
 - iv. Second, the law enforcement agencies share a powerful message:
 - 1. we agree with the community that the status quo isn't acceptable,
 - 2. we stand behind their commitment to reach out to you, but
 - 3. we will intervene with enforcement to protect the larger community if the violence doesn't stop.
 - v. Finally, the group ensures that service agencies are at the meeting and ready to help with employment, education, and related support services.

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- h.** And, again, what the technical assistance team does here is provide the cities with a clear roadmap for implementation, using a wide variety of tools that have been tested and refined in work with other cities.
- i.** Fourth, one of the most important things the local partnerships take-on is connecting highest risk gang members and youth to employment opportunities. Each city will strengthen its capacity to place the gang members and young people identified as most likely to commit gun violence in quality employment opportunities. Four important points regarding this component are:

 - i. It includes providing social services, “soft skills” training, and ongoing support (such as mentoring and mutual support programs) – which are all keys to success.
 - ii. At the same time, experience in other cities indicates that the number of young people requiring such intensive assistance is likely to be relatively small and within the capacity of most partnerships to provide.
 - iii. That said, the technical assistance team recognizes that this program component will be especially challenging to participating cities given the state of the economy – and this is one of the areas on which the technical assistance will concentrate.
 - iv. Finally, we recognize that technical assistance must be place-specific: every city is different and some face much harder challenges than others.
- j.** Fifth, many cities will benefit from developing and/or strengthening gang outreach programs. These programs can help in a number of ways. They can be a community presence, spreading the violence prevention message (in addition to the call-ins and/or forums described above), they can help with conflict mediation, and they can also play a role in connecting these young people to jobs and supporting them after they’ve got those jobs.
- k.** Recently, the California Endowment and the Haas Jr. Fund in San Francisco made significant investments in figuring out what best practice in street outreach is all about and how cities and communities can strengthen these programs. These “lessons learned” will be shared with participating cities by having leading practitioners in the field train public and private agency staff.
- l.** The sixth activity is building a strategic law enforcement partnership. This is an essential component of this approach; it calls for criminal justice agencies to target

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their enforcement efforts on the relatively small group of gang members and young people who “drive” gun violence as determined by the problem analysis I described earlier – particularly to the extent that these gang members and young people disregard the message to stop doing gun violence.

- m. The technical assistance for this program component will draw mostly on Anthony Braga (the chief policy advisor at the Boston Police Department and a lecturer at Harvard) and Tracey Meares, a professor at Yale Law School. Both Mr. Braga and Ms. Meares have worked with law enforcement agencies nationally and here in California to implement this strategy.
- n. Seventh, the foundations and private funders will evaluate these efforts to better understand what’s working for the participating cities and why. As I mentioned earlier, the focus will be on reductions in violence, employment outcomes, and recidivism – but if funds are available, the evaluation team will also work with cities on other outcomes important to the cities. A few final notes about this component of the initiative.
 - i. The evaluation will be carried out at the funders’ expense but the evaluation team will definitely need the help and cooperation of the cities.
 - ii. All of the cities do ongoing assessment of the efforts of their working group.
 - iii. As I mentioned above, one of the main purposes of the evaluation is to help the participating cities understand what’s working and why – looking to help these cities get the biggest bang from their limited buck (and contribute to sustainability).

3. Some basics on how the technical assistance will be delivered

- a. Three private funders (the California Endowment, Kaiser Permanente Northern California Region’s Community Benefit Programs, and the California Wellness Foundation) have pooled funds to provide technical assistance through the Public Health Institute to help up to three cities that would like to implement this strategy. (There’s also a possibility that more foundation funding may become available to support additional cities and enhanced technical assistance.)
- b. Recognizing that the technical assistance will be in intense development over the first 4 or so months of implementation:

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- i. Most of the TA will be delivered on-site to maximize convenience for participating cities and to maximize TA providers' understanding of local context
- ii. At the same time, we recognize it's important for representatives from participating cities to get out of the office and away from the pressure of day-to-day business, so we will convene occasional meetings of all the sites. These all-site meetings will be designed to give participating cities the opportunity to learn from each other and meet intensively with experts in specific fields such as employment, criminal justice, and street outreach

4. Summary of the Benefits of Strategy and Technical Assistance

- a. This strategy has worked in a wide variety of cities and doesn't require huge new investments to get off the ground. The ability of the above approach to achieve significant (and, in some cases, even dramatic) reductions in shootings is supported by replications of the work in several cities (representing quite different contexts for implementation) using quasi-experimental evaluative research designs.
- b. Key features of the approach – the problem analysis, the evaluation component, the employment piece – can be especially helpful to cities trying to do more with less.
- c. The technical assistance team includes national experts from workforce training and placement, street (gang) outreach, policing, and evaluation.

QUESTION AND ANSWER PORTION

Question: If a city already has been working on this strategy (as described in Part II, Section G of RFP) without outside funding, and would like to apply in order to fund enhancements to their existing project, would that strengthen an application?

Answer: The RFP clearly states that the purpose of the additional foundation support is to fund technical assistance for recipients “that seek to implement the evidence-based strategy” described in Part II, Section G. This means, for example, that if you have already implemented the strategy, you are not eligible to receive the technical assistance. Likewise, if you have not implemented the strategy, or have only engaged in conversations and initial planning, you are eligible to receive the technical assistance.

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Question: If you're already implementing this strategy (as described in Part II, Section G of RFP), will you get the additional 10 points offered to applicants that use an evidence-based program or strategy?

Answer: If you are already implementing an evidence-based program or strategy, and you apply to implement additional activities or enhancements, you will receive the additional 10 points only if you describe and cite the research or authority that shows the proposed programs or strategies are evidence-based, and show that these activities or enhancements are part of that evidence-based program or strategy model.

Question: In terms of selecting cities to implement this evidence-based practice (the strategy described in Part II, Section G of RFP), will you be targeting jurisdictions with already high rates of gun violence, or will you look at places with the potential for growing violence?

Answer: Historically, this strategy has been implemented most successfully in cities with significantly high rates of violence, but each proposal will be evaluated on a case-by-case basis. The applicant will need to demonstrate how severe the problem is in that target area, and demonstrate the potential for growing violence.

Question: In terms of geography, i.e. the size of the project, what kind of parameters do you have in mind? Will an applicant score higher that targets the whole city, or concentrated neighborhoods?

Answer: The RFP does not lay out guidelines as to what is too large or too small; so in terms of scoring, there is not a "too large" or a "too small" target area that can hurt your application. Each proposal will be evaluated on a case-by-case basis, according to the criteria laid out in the RFP.

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Question: Is the City of Los Angeles eligible to apply for the foundation-funded technical assistance?

Answer: No, since Los Angeles does not have to compete for funds, and is allocated a much larger amount than other cities, the technical assistance available through this RFP will be reserved for other cities seeking to implement this strategy.

Question: I represent a Joint Powers Authority (JPA), formed among several cities. Can the JPA apply on behalf of one of the cities?

Answer: No, only a city can apply for the grant. The JPA can serve as the implementing agency on the proposal, but cannot be the applicant agency.

Question: As a point of clarification, must the JPA apply on behalf of multiple cities, or must one city apply?

Answer: Cities can partner to receive funds, but only one city can be the applicant.

Question: What has been the role of schools in this strategy (as described in Part II, Section G of RFP)?

Answer: During the problem analysis phase of this strategy, data consistently show that 18-25 year olds are the ones driving the gun violence in most cities. So, while schools have not had a major role, they do participate, because we know that violence spills from schools into the community and from the community into the schools.

It can, however, depend on the location. In Boston, for example, schools were at the table, but were not a major responder. It may be in some cities that younger people are driving the

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violence but, sadly, we have found that the kids driving the violence usually aren't going to school.

Note: Other questions on this strategy (as described in Part II, Section G of RFP) may have come in since this Bidder's Conference, and can be found on the CalGRIP FAQ document, accessible at www.oes.ca.gov, Grants, (LEVS) Criminal Justice Grants RFAs/RFPs, Frequently Asked Questions.